2007-2008 Physical Education

Mission

The mission of the School of Physical Education and Tourism Management at Indiana University Purdue University at Indianapolis is to prepare students for entry-level positions and advanced study, to contribute to the body of knowledge through creative and scholarly activities, and to serve the profession and the community. Through collaboration and interdisciplinary work with diverse populations, the School of Physical Education and Tourism Management strives to enhance wellness, to improve quality of life, and to encourage leisurely pursuits.

Goals and Objectives

1. Offer meaningful academic programs that prepare students for jobs and advanced study

   Develop new academic program options to support existing programs

   Campus Planning Theme: Teaching and Learning

   Secondary Goals:

   Sub Unit: None

   Time Frame: On-going

   Actions taken for 2007-2008:

   - Instituted the Exercise Science Pre-Occupational Therapy track
   - Expanded TCEM offerings at IUPU Columbus
   - Continued work with IUB on part MS program in Tourism
   - Hosted first cohort for MS Program in Athletic Administration in cooperation with National Interscholastic Athletic Administrators Association
   - Partnered with Schools of Liberal Arts and Engineering and Technology on BA and BS in Motor Sports
   - Gained approval for a Certificate Program in Sports Tourism Development
   - Dropped two underperforming certificate programs
   - Formed partnership with IU-East for tourism classes

Evidence of Progress for 2007-2008:

   Student satisfaction surveys indicate increase approval rating for quality of teaching in the major and quality of advising in the major.
   Number of majors continued to grow.
   Number of students pursuing certificates continues to grow.

Activities planned for 2008-2009:

   - Develop our own MS degree in Tourism, Conventions and Event Management.
   - Gain campus, university and HEC approval
   - Add adapted physical education as a dual license in teacher education
   - Continue to expand offerings at IUPU Columbus and IU-East
   - Using information from recent program reviews, continue to evaluate curriculum

   Attract and retain well prepared and engaged students

   Increase student retention rates in first two years by expanding communication and interaction experiences in courses and through alternative modes of course delivery.

   Campus Planning Theme: Teaching and Learning

   Secondary Goals:

   Sub Unit: None

   Time Frame: On-going

   Actions taken for 2007-2008:

   - All Departments teaching first year seminar.
   - Increased use of Ooncourse.
   - Assigned one full-time faculty member in physical education to mentor part-time faculty in the use of Ooncourse.
   - Compared teaching evaluations from online instruction and live courses and found high degree of equality.
   - Established a student chapter of Meeting Planners International

   Evidence of Progress for 2007-2008:

   - Retention rates for first and second year students increased from 73% to 76%
   - The School had another Beazer Scholar again this year.
   - Enrollments in video streaming classes continue to rise.
   - Participation in student organizations rose dramatically, including Phi Epsilon Kappa.
   - SAT scores and high school rank of incoming students continues to rise.
   - School raised its minimum grade point average to 2.2.

Activities planned for 2008-2009:

   - Further refine first year experience course.
   - Increase school based student organizations.
   - Expand video streaming courses to Department of Physical Education.
   - Assist with Phi Epsilon Kappa professional fraternity chapter.
3. Recruit and retain an exceptional workforce of faculty and staff

Continue to make salary levels a priority in the budgeting and hiring process.

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: On-going

Actions taken for 2007-2008:
- Raised faculty and staff compensation an average of 8.8% in the last budget cycle.
- Hired additional staff to keep pace with enrollment growth and use of faculty
- Did renovations to eliminate shared faculty offices

Evidence of Progress for 2007-2008:
- Salaries at 60th percentile of faculty in comparable IUPUI schools

Activities planned for 2008-2009:
- Continue to make salary of full-time tenure track faculty a priority.
- Do salary comparison of other IUPUI schools.
- Continue to monitor staffing levels.
- See that new employees are properly trained and have good work environments.

5. Initiate and support a faculty and staff development program

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: On-going

Actions taken for 2007-2008:
- Assessed needs of the school for new faculty and faculty replacement.
- Conferred with department chairs about the impending budget cuts.
- Provided release time for staff to attend development workshops.
- Provided travel support to attend faculty development.
- Provided travel support for faculty development.
- Offered expanded summer research stipends to tenure track hires.
- Provided extensive start up funding.
- Leased new office space to prevent overcrowding

Evidence of Progress for 2007-2008:
- Successfully completed all search and screens.
- Obtained all new office space

Activities planned for 2008-2009:
- Work with new faculty on securing external funding for research.
- Evaluate clerical and professional staff to assess our continued effectiveness in light of increasing enrollments.
- Convert one lecturer position to a tenure track position.

4. Develop and support a dynamic program of research and creative activity

Campus Planning Theme: Research, Scholarship and Creative Activity
Secondary Goals:
Sub Unit: None
Time Frame: On-going

Actions taken for 2007-2008:
- Provided summer research grants to faculty.
- Provided some release time for faculty to work on new research proposals.
- Purchased additional research equipment.
- Provided all indirect cost funds to the departments.
- Provided contract work with St. Vincent Hospital on joint replacement study.
- Assigned one faculty member, .60 FTE to the IU Center on Aging to do collaborative research

Evidence of Progress for 2007-2008:
- Research and grant funding nearly doubled in 06-07.

Activities planned for 2008-2009:
- Continue to offer summer research grants to tenure track faculty.
5. Develop community partnerships that promote learning

- Establish collaborative partnerships with business, industry, government, education and professional entities that are mutually beneficial.

**Campus Planning Theme: Civic Engagement**

**Secondary Goals:**

**Sub Unit:**

**Time Frame:** On-going

**Actions taken for 2007-2008:**

- Continued to work with the City of Indianapolis in support of their cultural tourism initiative
- Held third Indiana Cultural Tourism Conference
- Continued to expand internship opportunities by working with the IUPUI Solution Center
- Continued management of Camp Bromius in Elkhart Lake, Wisconsin and marketed to alumni and friends of the university
- Partnered with IndyGo to promote wellness of its employees
- Established an annual lecture series on International Art, Culture and Heritage

**Evidence of Progress for 2007-2008:**

- All students in school involved in an internship experience
- Set all time record for participation at Camp Bromius
- Fit For Life Program received national recognition

**Activities planned for 2008-2009:**

- Continue to expand internship opportunities in all programs
- Support the campus RISE initiatives
- Expand alumni participation at Camp Bromius and continue fund raising initiatives to fund improvements
- Continue to support and expand the Fit for Life Program at Washington and Howe High Schools in IPS

**Actions taken for 2007-2008:**

- Submitted fundraising proposals on the school’s behalf to several external foundations and agencies
- Increased contact with alumni and donors by adding stewardship letter in spring and fall
- Expanded school magazine size and mailing list
- Initiated fundraising drive for Inn Building at Camp Bromius
- Conducted Camp Bromius strategic planning session with stakeholders
- Nominated donor for state wide recognition
- Began school-wide long term development program planning
- Initiated school external affairs committee with the goal of expanding and enhancing alumni relations
- Initiated school website redesign committee

**Evidence of Progress for 2007-2008:**

- Achieved $200,000 to establish a study abroad program
- Achieved $300,000 grant extension for various Tourism, Conventions and Event Management Department initiatives
- Achieved $100,000 to initiate new lecture series
- Raised nearly $150,000 for Camp Bromius Inn Project
- Established three new endowed scholarships for $50,000, $20,000, and $10,000

**Activities planned for 2008-2009:**

- Host alumni and donor events in Florida and New York
- Continue annual giving solicitation, corporation and foundation cultivation, and major gift prospect development
- Incorporate more regular planned giving communications in magazine
- Redesign web and utilize as alumni and donor connection tool
- Develop and implement plan for alumni relations development
- Continue current alumni outreach with school magazine and stewardship letters and increase numbers of touches as opportunities allow

6. Promote diversity in all aspects of our work in the School of Physical Education and Tourism Management

**Begin the recruitment of international students**

**Campus Planning Theme: Campus Climate for Diversity**

**Secondary Goals:**

**Sub Unit:** None

**Time Frame:** On-going

**Actions taken for 2007-2008:**

- Encouraged more of our students to study abroad
- Make study abroad scholarships available
- Send faculty representatives on foreign recruitment trips
- Continue discussions and collaboration with MoU University
Evidence of Progress for 2007-2008:

- Increase in international student enrollment.
- Completion of at least one articulation agreement

Activities planned for 2008-2009:

- Develop a recruitment flyer for international students.
- Continue to develop articulation agreements where appropriate.

Increase minority enrollment

Campus Planning Theme: Campus Climate for Diversity
Secondary Goals:
Sub Unit: None
Time Frame: On-going

Actions taken for 2007-2008:

- Diversity research scholars program in 12th year.
- Established additional minority scholarships in each department.
- Promoted the diversity of faculty in hiring.
- Achieved minority representation on Alumni Board.
- Established a Diversity Council within the school.

Evidence of Progress for 2007-2008:

- Maintained minority enrollment at 13% during an inordinate growth in headcount.
- Showed a significant increase in Hispanic enrollments.
- Increased minority representation of faculty from 21% to 23%.

Activities planned for 2008-2009:

- Maintain current funding of Diversity Research Scholars Program.
- Seek women and minorities for new faculty positions.
- Recruit minorities for MS program.
- Organize and implement discussions about the meaning of diversity.
- Increase awareness of and participation in campus diversity initiatives.
- Encourage minority students to apply for awards and scholarships.
- Seek greater participation from the Hispanic community.
- Explore summer mentoring program for minorities.

7. Play an integral role in the promotion and management of fitness and wellness in the university community

Offer comprehensive programs that help promote healthy lifestyles

Campus Planning Theme: Best Practices
Secondary Goals:
Sub Unit: None
Time Frame: On-going

Actions taken for 2007-2008:

- Offered an intramural and recreation program for students, faculty, and staff that include formal, informal, competitive, and non-competitive activities.
- Offered a wide range of courses in foods, nutrition, health, wellness and fitness that appeal to a broad spectrum of students.
- Formed partnerships with physical education, recreational sports, Nutrition, and the Sports Center to maximize facility usage.
- Utilize surrounding public spaces, i.e., White River State Park and Canal Walk as venues for fitness and walking classes.
- Offered several courses that help students manage stress.
- Worked with University College advisors in promoting classes that support fitness and wellness.
- Offered a free fitness walking class at noontime.
- Continue to offer low cost recreational fees.
- Offered free recreational sports access during the first two weeks of each semester.
- Held special nights for International House to introduce students to our programs.
- Develop closer working relationship with the office of Student Life.
- Our faculty help organize Student Wellness Coalition.
- Added new classes in alternative medicine and sports nutrition.

Evidence of Progress for 2007-2008:

- Continued growth of both credit and non-credit courses in nutrition, health, fitness, and wellness.
- Increase participation levels in recreational sports.

Activities planned for 2008-2009:

- Seek further partnerships with other units offering health/wellness courses.
- Identify non-academic units that offer services and programming and seek ways to connect with them.
- Increase the hours of operation of recreational sports to support the number of new students new living on campus.
- Try to conduct some programming in the new student housing complex.
- Promote new Health Tourism certificate.
- Work with Campus and Community Life to promote sports clubs.
- Increase the awareness of the need for new recreational facilities to accommodate a campus of our size.
Fiscal Health

The School of Physical Education and Tourism Management continues to be on solid fiscal ground, as it has been since the inception of Responsibility Center Management. The School continues to experience remarkable growth in both headcount and credit hours and indications are that it will continue into fiscal year 2009-2010. Fall 2008 data indicated a 6.0% increase in credit hours and a 2.9% increase in headcount.

In 2002, the school completed a 10-year financial plan in response to questions posed by the IUPUI Financial Planning Advisory Committee. Given the parameter of no growth in state appropriations, a model was created to modestly grow the school budget. Now in the 6th year of the plan, we have more than met our obligations while expanding our faculty and staff. Allowances have also been made for 18-20 retirement obligations which were impacting the school this year.

The school has a tuition reserve of $527,567, which is more than three times the amount that the trustees have requested. In addition to the tuition reserve, we have adequate reserves to fund our cash initiatives including research support, student recruitment and retention, equipment replacement and renovations.

Reallocation Plan

There are no planned reallocations for fiscal year 2009-10.

Other Question(s)

1. What are you doing to increase:
   a. the number of undergraduate degrees your unit grants?
   b. the number of undergraduate degrees you grant to low-income students ( Pell recipients)?
   c. the number of first-time full-time students who complete degrees in four years?
   d. the percentage of students completing courses successfully?
   e. your research funding?

Actions taken to increase:

- Continue the focus on quality advising
- Offer a number of new certificate programs
- Personally contact students who fail to re-enroll
- Expand distance education courses
- Collaborate with the School of Continuing Studies to offer alternative format courses
- Making a wide selection of courses available during the summer
- Increased the minimum grade point average requirement to attract better prepared students
- Increased the number of Diversity Research Scholars Program

Number of undergraduate degrees:

- Increased the number of need based scholarships in the school
- Actively participated in the Summer Research Opportunities Program
- Activities listed in #1 above

Number of undergraduate degrees to low income students:

- Increased average earnings and dollar amount of need based scholarships in the school
- Actively participated in the Summer Research Opportunities Program
- Activities listed in #1 above

Number of first time full time students who complete degrees in four years:

- We recently received from IMSI our first report on graduation rates for First Time, Full Time students in our school. From this preliminary data it appears that most students in our school average five years to graduation. In view of the fact that many of our students work part-time in major related jobs and the rigor of most of our academic programs, five years seems appropriate. We will continue to ask for these reports annually and do further analysis.

Percentage of students completing courses successfully:

- Our department chairs routinely complete grade distributions for every course taught in their departments and discussions are held with faculty where those distributions appear contrary to school averages.

Increasing research funding:

We have taken the following steps to improve research funding:

- Retain all indirect cost recovery funds to the department to invest in additional projects
- Assigned one faculty member half time to IU Center for Aging Research
- Established an internal grant program
- Devised a formula for reduced teaching load for faculty engaged in extensive research or grant writing
- Provided start up funding for new faculty
- Provided more extensive start up funding for new faculty

2. If you had to implement a budget reduction of 3-5% a) what would be your budget priorities and b) what strategies would you employ to walk the fine line of maintaining critical operations and investing in your future? Please describe how faculty will be involved in the decision making process.

In the event of a budget reduction, the School of Physical Education and Tourism Management would focus on continued and increased credit hour production including out of state and international students. As the budget is heavily reliant on that income, it is clear that the School would consider only those expenditures that are critical to maintaining student retention, recruitment, and enrollment. Faculty would be involved in the decision making process in order to ensure that the most critical operations are maintained while maintaining a focus on future growth.

Some possible strategies to maintain operations while investing in the future include:

- Identify new revenue streams
- Increase enrollment of out of state and international students
- Reduce administrative costs
- Increase class sizes
- Reduce travel allocations
- Increase equipment replacement and renovations
- Reduce equipment replacement and renovations
- Reduce equipment replacement and renovations
- Leave some positions vacant
The school has an elected Budgetary Affairs Committee of three faculty and one staff that operates the same as the campus Budgetary Affairs Committee and makes recommendations to the Deans during the budgeting process.

3. Please describe current commitments or plans that require multiple year funding, including the amount of funding required and the length of time the initiative’s funding is required.

We currently have no multi-year funding commitments.

4. How do you intend to use your reserves over the next four years? Please provide the information by fiscal year.

While we do not currently have any specific plans to tap our reserves in the next four years, we could use some of the reserves to offset reductions in our annual operating budget to maintain essential services until the economy and state funding improve. It is also conceivable that we would use reserves to make strategic investments in research projects that hold promise for external funding.

Because of the current size of our reserve, the school should have a conversation with campus administration about preserving some resources to help fund new facilities.

5. What are the current numbers and percentages of tenure-track faculty, clinical faculty, and lecturers in your school? Please describe your plan for allocating new faculty positions so as to influence the number and percentage in each category.

Currently the School of Physical Education and Tourism Faculty is divided accordingly:

- Tenure Track: 60%
- Clinical: 5%
- Lecturers: 24%
- 63%
- 6%
- 31%

We are in the process of converting one lecturer position to tenure track and have one tenure track vacancy for which a search is underway. Our 2009-10 faculty census will then become:

- Tenure Track: 63%
- Clinical: 5%
- Lecturers: 31%

Plans for adding faculty will be made in accordance with request made from the respective academic departments and will be based on needs that are quantified by enrollment growth, program and accreditation reviews and to bolster teaching and research. Over time, there will be slight shift toward tenure track positions, possibly including more conversions.

6. How do you define return on investment for diversity efforts in your unit (e.g., numbers of faculty/staff/students recruited and retained, grants received for special studies, new teaching methods or courses, placement of graduates, program reputation)? What are you doing to improve your ROI?

During the past academic year, the School of Physical Education and Tourism Management formed a standing committee on diversity for the school. That original committee is still in the process of forming a diversity plan for the school, but the plan will include goals for student recruitment, faculty recruitment and retention, minority graduation rates, scholarships for underrepresented students, and curricular content that focuses on issues of diversity.

Once benchmark data is established the school can determine functional deficiencies, devise a plan for improvement, and then strategically invest for the future.